

MANAGING PAYROLL OPERATIONS ACROSS THE GLOBE

2023 Course Outline

Introduction

- **Stakeholders and Customers for Managing Payroll Operations**

Module 1: Strategy and Governance

- **Lesson 1: Organisational Strategy and Goal Alignment**
 - What Is Business Strategy?
 - Objectives/Key Results
 - Commitments
- **Lesson 2: Organisational Goals and Objectives and the Importance of Technology**
 - Global Strategy Considerations
 - The Importance of Technology
- **Lesson 3: Strategic Direction for Your Global Payroll Operations**
 - Discovery/Current State/As-Is
 - Payroll Delivery Model
 - Local Payroll Operation Models
 - Regional Payroll Operation Models
 - Centralised Payroll Operation Models
 - Defining Considerations in Making the Right Decision
 - Shared Service Model
 - Payroll Ownership
 - Determining the Right Resources
- **Lesson 4: Developing a Strong Governance Model**
 - Organisational Alignment
 - Governance Chart for Global Payroll Project
- **Lesson 5: Close Look at Creating Your Roadmap**
 - Creating an Effective Roadmap
 - Strategic Roadmap

Module 2: Leadership Across the Globe

- **Lesson 1: Managing a Global Team**
 - Building a Strong Global Payroll Team
 - Remote Teams
 - Talent and Team Development
 - Creating a Payroll Talent Development Approach
- **Lesson 2: Importance of Culture**
 - What Is Culture?
 - Cultural Differences
 - Culture and Communication

- Four Cultural Dimensions
- Building Trust
- Business Cards
- Gender
- Language Requirements
- Organisational Culture
- Culture Awareness and Culture Sensitivity
- Intercultural Competence Model

- **Lesson 3: Leveraging Diversity, Equity, and Inclusion**

- Inclusion Matters
- Diversity, Equity, & Inclusion – Definitions
- Developing a Global Mindset
- Developing a Diversity, Equity, and Inclusion Initiative

- **Lesson 4: Keeping the Team Informed**

- Why Does “Communicating in a Global Workplace” Matter?
- Benefits of Global Team Communications
- Leverage Technology

- **Lesson 5: Change Management**

- What Is a Change Management Process?
- Developing a Global Change Management Strategy
- Key Change Success Factors

Module 3: Compliance and Control

- **Lesson 1: Understanding Compliance and Control**

- Compliance
- Control
- Compliance and Control
- How to Ensure Compliance?
- Environments Influencing Global Payroll
- Mission Statement
- Global Payroll Function’s Objectives
- Global Payroll Environment and Complexity
- Internal Environment
- Tone at the Top
- Operating Model
- Geographical Spread
- External Environment
- Global Compliance and Complexity

- **Lesson 2: Risk Management for Global Payroll**

- Risk Management
- Risk Identification Process
- Risk Tolerance
- Assembling the Right Group
- Risk Identification Techniques
- Summary of Risk Identification Techniques
- Risk Descriptions
- Risk Assessment and Classification Process
- Risk Assessment
- Impact
- Likelihood
- Acceptability
- Risk Classification and Responses
- Communicating About Risks to Internal and External Stakeholders
- Risk Management Summary

- **Lesson 3: Control Management for Global Payroll**

- Control Management and Its Preconditions
- Designing Control Activities
- Detailed example of “wheel of control activities”
- Control Objectives
- Control Guideline
- Control Classification
- Control Roles and Responsibilities
- Control Type
- Control Method
- Control Frequency
- Control Timing
- Actual Control Description (ACD)
- Deploying and Operating Control Activities
- Communicating to Internal and External Stakeholders

- **Lesson 4: Building a Global Payroll Function That Fosters Compliance and Control**

- Compliance and Control
- Global Payroll Management
- Regional Payroll Management
- Local Payroll Management
- Ongoing Education to Support Compliance
- Monitoring Activities Supporting Control Over Compliance
- Ongoing Evaluations

- Control Operator Confirmation
- Separate Evaluations
- Risk and Control Identification
- Deficiency Evaluation and Assessment
- Compliance Health Check
- Year-End Sign-Off
- Limitations to Ensuring Compliance and Control

Module 4: Managing Payroll Operations

- **Lesson 1: Building the Relationship: Stakeholder Education**

- Importance of Building Strong Relationships
- Timing of Payroll Close
- Sample: Earnings Compensation Matrix
- Share Business Plans
- Sharing Payroll Mission, Values, and Goals
- Understanding Expectations
- Education for Partners
- Entering a New Country or New Entity Set-up

- **Lesson 2: Standardisation of Processes and Managing Data**

- Standardisation
- Data Integration
- Robotic Process Automation (RPA)
- Managing Data
- General Data Protection Regulation (GDPR)

- **Lesson 3: Continuous Process Improvements**

- Process Improvements
- Getting Started
- Plan, Do, Check, Act

- **Lesson 4: Data Analytics and Reporting**

- Opportunities to Improve Business Efficiency
- Benefits of Data Analytics
- Quantitative and Qualitative Metrics

- **Lesson 5: Vendor Management**

- Importance of Vendor Management
- Building a Successful Vendor Partnership
- Governance Structure
- Support Management
- Defining Operational Governance
- Quarterly Business Review
- Putting All of the Pieces Together